

Department of Administrative Services Strategic Plan

Goal *Greater Efficiency*

Guiding Principle Emphasize Accountability

Accommodate oversight through internal and external audits quickly addressing any audit findings

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<i>Agency</i>	<i>Action</i>
Administrative Rules	Respond to requests for information within one business day. Absent compelling contrary reasons, make changes identified in an audit within six months of the audit's completion.
Finance	Ensure external and internal auditors are accommodated in a timely and professional manner. Ensure appropriate corrective action is taken for audit findings.
Risk Management	DRM will continue to obtain an annual independent audit of its claims processing practices and procedures. The results of the audit will be reviewed with the claims adjusters and, where appropriate, remedial measures will be defined and implemented.

Emphasize integrity through compliance with all statutory and legal requirements

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<i>Agency</i>	<i>Action</i>
Administrative Rules	Require staff, as part of employee performance plans, to annually review relevant statutes and rules.
Finance	Continue to foster an environment where all legal requirements are followed. Ensure staff have access to and know legal requirements listed in our Service Plan.
Risk Management	DRM will provide quarterly in-house training to review statutory and legal requirements pertaining to its operations.

Increased transparency

Share summary information with staff from weekly division reports submitted to the executive director (internal)

<i>Agency</i>	<i>Action</i>
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Administrative Rules	By August 1, 2007, copy division employees on weekly reports and balanced scorecard updates.
Archives	The Archives director will send out a weekly communiqué of weekly developments similar to the weekly report delivered to the department.
Debt Collections	Will be sharing weekly reports in the balanced scorecard information with the entire staff on a weekly and monthly basis. This
DFCM	These reports will be distributed to the managers and the managers will distribute them to staff in their weekly staff meetings. DFCM Internal Service Fund Reports, meeting minutes, and other information are shared among all management staff. Each manager shares all pertinent information with their staff.
Finance	Share with division staff the weekly info that is sent up to EDO, possibly on the employee section of website by Sept. 30, 2007.
Purchasing	On-going.
Risk Management	DRM's Director will continue to meet with management and staff at least on a monthly basis to share communications from the EDO. DRM management will continue to copy weekly and monthly reports to employees.

Ensure DAS service and product rates are visible and easily understood

<i>Agency</i>	<i>Action</i>
Administrative Rules	Annually review the division's rules with department rulemaking coordinators.
Archives	The Archives will publish services and costs online and provide service agreements in the Research Center as needed.
Debt Collections	This is an area where we need to disclose more information of how the rate we charge equals 23.456789% are basic collection rate is 19% but once you add in all the interests it equates to the 23%.
DFCM	DFCM Internal Service Fund DFCM ISF rates are individual to each building or complex. Detailed rate proposals are completed and discussed with customer agencies in advance of beginning service.
Finance	Publicize fee list/rates for all division fees/rates.
Purchasing	On-going. Accessible through the website.
Risk Management	By 2/1/08, DRM will evaluate and define appropriate methods to ensure its rates are visible and easily understood.

Ensure employees are aware of DAS' whistleblower policy and its protections

<i>Agency</i>	<i>Action</i>
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Debt Collections	Each employee within the division understands the whistleblower policy.
DFCM	DFCM will obtain a copy of the DAS Whistleblower Policy and distribute it to every employee.
Finance	Publicize policy and educate staff possibly with a newsletter article, distribute policy to all new hires, have staff sign off each year that they have read the policy.
Purchasing	In-process.
Risk Management	On or before 11/1/07, DRM will educate its employees about DAS' whistleblower policies and protections.

Provide communications access across the department and within divisions (internal)

<i>Agency</i>	<i>Action</i>
Debt Collections	The director's open door policy works extremely well as long as he is kept informed of events outside of our department.
Finance	Continue to provide staff with minutes of manager meetings and also provide them minutes of DAS director meetings.
Purchasing	On-going.
Risk Management	DRM will post its Service Plan on its website on or before 10/1/07. DRM will continue to ensure that its website continually provides contact information for the benefit of other departments and divisions.

Re-evaluate individual and shared measures: clearly define goals, match employee performance plans with balanced scorecards, identify and monitor division service plan measures, report expectations and outcomes to customers and executives (internal)

<i>Agency</i>	<i>Action</i>
Archives	The Archives will provide staff with retreat goals and objectives and will post monthly measures in a common drive, which all staff may access. During fiscal year 2008, the Archives will hold an annual staff retreat wherein staff and management establish goals and objectives. By September 5, 2007, these objectives will be incorporated into performance plans. During fiscal year 2008, the Archives will hold an annual staff retreat wherein staff and management review establish goals, objectives, and measures. By December 30, 2007, the Archives will develop a bi-annual online newsletter that will provide service outcomes.

DFCM

DFCM Construction Management

For the Capital Improvement Team, the Balanced Score Card goal of having 100% of the projects completed or under contract within one year of being funded is measured monthly for the entire group and individually. Each month the project manager reports on the status of each project assigned. The individual reports are then compiled into a monthly progress report for the entire group.

DFCM Internal Service Fund

ISF management conducts monthly meetings with our facility coordinators to discuss goals and priorities. Management also attends complex staff meetings to share ideas and solicit feedback from statewide staff. DFCM Construction Management

For the Capital Improvement Team, the Balanced Score Card goal of having 100% of the projects completed or under contract within one year of funding is one of the categories used to evaluate each project manager's performance. It is written into their performance plan. DFCM is trying to incorporate similar balanced score card objectives into the performance plan of the other teams.

DFCM Internal Service Fund

DFCM ISF creates personalized staff performance plans annually based on performance measures, employee development, and future needs. The need to continually meet the needs of our customers while properly maintaining state assets is a critical part of these plans. DFCM is in the process of implementing a plan to identify and monitor the measures outlined in this service plan. DFCM Construction Management

For the Capital Improvement Team, the Balanced Score Card goal of having 100% of the projects completed or under contract within one year of funding is reported annually to the Utah State Building Board. Beginning this year, DFCM will also publish the results of this report in the 5-Year Book prepared for the Governor and Legislature.

DFCM Internal Service Fund

DFCM ISF produces full reporting on our operation, issues, financial situation and goals annually. This information is shared with all parties involved.

Finance

We will communicate goals as directed by the EDO. In addition we will staff have access to our strategic plan, balanced scorecard, and other goals as applicable. Share balanced score card info with division staff and add to employee performance plans where appropriate. Make performance/service plan measures available to division staff. We will report expectations and outcomes as directed by EDO.

Purchasing

On-going.

Risk Management

Management will review the DAS Strategic Plan and DRM Service Plan with each employee and utilize the goals and objectives therein to develop relevant and aligned performance plans. Other short-term and long-term goals and priorities will be addressed in month staff meetings. Management will review the DRM's balanced scorecard measures with each employee and utilize the goals and objectives therein to develop relevant and aligned performance plans and evaluate conformance therewith during the annual performance evaluation. In monthly staff meetings, management will review established service plan measures to address relevance, compliance, and suggestions for improvement or change. Through annual reports and at quarterly trainings, DRM will report expectations and outcomes to customers and appropriate executive and legislative offices.

Verify policies, procedures and processes are fair, documented, and available to all customers

<i>Agency</i>	<i>Action</i>
Administrative Rules	Publish the division's rules and the Rulemaking Manual for Utah on the web.
Archives	By December 31, 2007, the Archives will review and update its records management handbook.
Debt Collections	We regularly validate debts and explain bankruptcy procedures to customers; and refer debtors to the agency originating the debt if they still feel it is in error.
DFCM	DFCM Internal Service Fund DFCM ISF policies are updated as needed and published on our web site. All ISF staff is aware of the location and acknowledges they have reviewed.
Finance	Provide outlet for feedback from customers - possibly on the web page, provide customers a contact list, by function, for the division.
Purchasing	On-going. Accessible through the website.
Risk Management	DRM will annually ensure that its Liability Policy is mailed to each insured on or before September 1st.

Guiding Principle Promote Energy Efficiency

Decrease electrical demand on state facilities

Encourage employees to engage in energy savings efforts such as "Power off" reminders of lights, monitors, printers, and other office equipment

<i>Agency</i>	<i>Action</i>
Administrative Rules	Discuss energy issues in monthly one-on-one meetings.
Archives	During fiscal 2008, the Archives will embark on an educational initiative of posting "Power off" signs.

Debt Collections	By turning your whole computer off at the power source and all other electronic machines, as well as all non-security lighting when we leave the building at night, we will be able to save more energy.
DFCM	DAS will work with DTS to establish a standby/power off policy to shut down computers, notebook computers/tablet PCs, printers, monitors, and copiers when not in use. DAS will provide energy education on effective use of energy in their work environment.
Finance	Per section, assign a person to check their area at end of day for lights off, heaters off, coffee machines etc. off, and when appropriate computers & monitors off.
Purchasing	On-going.
Risk Management	Management will issue verbal reminders to "power off" lights and electronic equipment in staff meetings. "Power Off" reminders will be posted in relevant locations by 10/1/07.

Purchase and install energy efficient fixtures and appliances

<i>Agency</i>	<i>Action</i>
Archives	During fiscal 2008, the Archives will continue to work with DFCM to place lights and other devices on timers and sensors.
DFCM	DFCM will conduct lighting audits on all DAS spaces to upgrade lighting to most efficient lighting system where cost effective.
Purchasing	On-going. The Division also maintains more than thirty-five Energy Star contracts for use by state agencies, political subdivisions, higher education, and public education. These contracts cover commodities ranging from appliances to computers.
Risk Management	By 1/1/08, DRM will evaluate and implement measures to purchase and install energy efficient fixtures and appliances.

Encourage fleet conservation

Reduce travel by utilizing teleconferencing opportunities and communications

<i>Agency</i>	<i>Action</i>
Administrative Rules	By July 1, 2008, evaluate the cost effectiveness of providing rules training to agencies using teleconferencing, compared to other methods (like scheduling training at locations other than Capitol Hill).
Archives	The Archives will continue its support telecommuting where possible.
DFCM	DFCM Internal Service Fund DFCM ISF has operations and staff throughout Utah. Various methods of communication are used to minimize travel.

Finance	Train staff on how to conduct a teleconference and possibly use other tools such as linc to conduct electronic meetings, carpool to meetings off the hill whenever possible, research NetMeeting and whether it can be used by all staff.
Purchasing	On-going. The Division promotes the use of webinars and teleconferencing.
Risk Management	DRM employees will continue to be directed in monthly meetings to reduce travel by utilizing teleconferencing opportunities and communications.

Right-size fleet vehicle and increase the use of alternative fuels

<i>Agency</i>	<i>Action</i>
DFCM	<p>DFCM Internal Service Fund</p> <p>DFCM ISF has a large fleet of vehicles assigned. Because of our requirement for snow removal, 4-wheel drive trucks are used. All vehicles that do not have snow removal responsibilities have been, or are currently being sized appropriately.</p>
Risk Management	DRM will monitor fleet vehicle use on a monthly basis and evaluate fleet size annually on or before June 1st.

Tune vehicle systems for maximum performance

<i>Agency</i>	<i>Action</i>
Risk Management	By 11/1/07, DRM review and revise, if appropriate, its vehicle maintenance schedule and distribute that information to its employees.

Engage employees in new ways to save energy both at work and at home

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<i>Agency</i>	<i>Action</i>
Administrative Rules	Include a discussion of energy saving options in the monthly one-on-one meeting with employees.
DFCM	DFCM's Energy Program is developing a program to educate and motivate staff in simple and effective methods to save energy. This program will be made available to all state employees. An electronic newsletter is being developed in conjunction with other agencies to assist in modifying employee behavior.
Finance	Reward employees for good ideas on energy conservation, have an "Energy Corner" in our division newsletter with energy savings tips.
Purchasing	On-going.
Risk Management	Monthly staff meetings will be utilized to remind and engage employees in the development of strategies to save energy at home and at work.

Operational efficiencies

Continue to endorse flex work schedules and telecommuting, where appropriate to each job function, ensuring business continuity

<i>Agency</i>	<i>Action</i>
Administrative Rules	By July 1 each year, update flex work schedules and telecommuting contracts as appropriate with employees.
Archives	The Archives will continue its support of flex schedules and telecommuting where appropriate.
DFCM	Flex schedules are currently being used for accounting and other functions within DFCM.
Finance	Re-evaluate the telecommute and flex schedule practices in the division and encourage more usage by staff, where appropriate.
Purchasing	On-going.
Risk Management	DRM will continue to evaluate and implement flex work schedules and telecommuting options, provided they maximize productivity and enhance business continuity.

Encourage recycling in all forms

<i>Agency</i>	<i>Action</i>
Archives	By September 30, 2007, the Archives will support recycling and conservation initiatives in the work environment.
DFCM	DAS will work with State Purchasing to establish State contracts with recycling companies. DAS will analyze options to provide recycling for paper products and recycling materials in the most cost effective manner. DAS will analyze energy and other benefits from recycling efforts.
Finance	Re-evaluate recycling and shredding practices - not just for cost benefits but also for ecological benefits - by December 2007.
Risk Management	DRM will continue to encourage and provide its existing paper, plastic and aluminum recycling program.

Provide free alternative transportation passes and options

<i>Agency</i>	<i>Action</i>
Archives	By January 30, 2008, the Archives will renew its provision of free bus passes.
Finance	Continue to provide bus passes if allowed by EDO.
Purchasing	On-going.
Risk Management	DRM will continue to support the provision of no-cost or reduced-cost mass transit passes and encourage employees to utilize public transportation.

Guiding Principle Reduce Overhead and Minimize Cost

Communicate division budgets and costs to employees

Create an incentive for employees to conserve costs by making them aware of operational costs (i.e. energy conservation through turning off lights when leaving the room)

<i>Agency</i>	<i>Action</i>
Administrative Rules	Provide information from DFCM and DAS regarding building and utility costs at monthly one-on-one meetings with employees.
Archives	By September 30, 2007, the Archives will use monthly management meeting as a venue to communicate spending details of cost-sensitive areas such as utilities, supplies, maintenance contracts, etc. By October 31, 2007, supervisors will discuss this information with their sections.
Debt Collections	We will be producing the balanced scorecard monthly for every employee within the division to see which has a breakdown of cost and a breakdown of collections. Will also be producing the weekly report to every person within the division.
DFCM	DFCM ISF openly shares all budget and financial information. Current budget situations are published monthly and shared with staff at all levels.
Finance	Review and determine applicable budget information and make available by Dec. 31, 2007. Make goals for specific areas with staff by Jan. 31, 2008.
Purchasing	On-going.
Risk Management	By 11/15/07, management shall apprise employees of operational costs and provide solutions to reduce those costs.

Create a cross-department Quality Team to analyze business processes and recommend efficiencies across DAS

<i>Agency</i>	<i>Action</i>
Administrative Rules	Notify divisions about the availability of the Utah Administrative Code online so that divisions need not maintaining their own copy of rules online.
Archives	By August 31, 2008, the Archives will compile a Research Center procedures manual with input from staff.

Debt Collections	We are looking towards the cutting-edge of technology to avoid duplication and some of our processes and also to define new processes that we're currently doing.
Finance	We will be open to opportunities to work with EDO and other divisions to promote more integration and eliminate duplication.
Purchasing	On-going.
Risk Management	By 1/1/08 DRM will identify related division functions and submit recommendations to avoid the duplication of processes.

Seek staff input to simplify processes for conducting business

<i>Agency</i>	<i>Action</i>
Administrative Rules	Annually evaluate our filing and publication process for potential efficiency improvements.
Archives	The Archives will support a DAS-level quality business process team and support its activities and recommendations.
Debt Collections	With any major decision within one division we as a staff discussed the issue and then make our recommendations to the director.
DFCM	<p>DFCM Construction Management</p> <p>One of the performance evaluation categories in the Capital Improvement Group calls for the project manager to develop an idea or a process for performing their job better. In order for the project manager to achieve an "Exceptional" rating in this category, they must think about their job, they must think about the processes being used to conduct business, they must ask: "how can I improve this organization, process, task, form, etc."</p> <p>If the above performance evaluation criteria was implemented throughout the Department, DAS would have hundreds of employees thinking of better ways to do their job and simplify processes for conducting business.</p> <p>DFCM Internal Service Fund</p> <p>DFCM ISF conducts ongoing staff meetings at all levels to communicate information and solicit employee input.</p>
Finance	Participate on Department Quality Team.
Purchasing	On-going. A member will be provided to participate in the Quality teams as appropriate.
Risk Management	<p>DRM will arrange to have staff participate in cross-department Quality Teams.</p> <p>Issues related to cross-department Quality Teams will be addressed in monthly DRM staff meetings.</p>

Use open architecture in developing applications to allow easier, less costly integration

<i>Agency</i>	<i>Action</i>
Administrative Rules	Develop the eRules v. 2.0 to use open architecture and open source products.

Archives	By September 30, 2007, the Archives will develop a business case with assistance from DTS for efficient electronic records management and electronic archives. Develop cost analysis for presentation to Legislature. By June 30, 2008, if funds remain, the Archives will develop a business plan with assistance for electronics records management and electronic records.
DFCM	DFCM will convert all current Accuate reports to BURT. This will greatly reduce support costs currently paid to DTS
Finance	We will look at this for updates for Finder, PTS, and other systems or in the development of new systems.
Purchasing	At this time, the Division is not developing new applications.
Risk Management	Based upon customer input, DRM is currently working, and will continue to work, with DTS to make the online self-inspection survey more simple and robust for our customers. Version 2.0 is expected to be launched in December of 2007.

Create a cross-department Quality Team to analyze the rate process and recommend efficiencies within IFS's

Bring representatives of the Internal Service Funds (ISF) together to discuss internal rate processes and best practices

<i>Agency</i>	<i>Action</i>
DFCM	DFCM ISF fully supports developing this team and will provide the proper personnel to participate.
Finance	Participate on Department Quality Team, at least when there are federal issues.
Purchasing	A representative will be provided.
Risk Management	DRM will collaborate with other ISF representatives to develop best practices and enhance internal rate processes.

Foster an environment of trust

Ensure management expectations are clearly defined and documented

<i>Agency</i>	<i>Action</i>
Administrative Rules	By August 30 of each year (see Section R477-10-1), ensure that employee performance management plans have been signed and filed with DAS HR.
Archives	During fiscal year 2008, the Archives will hold an annual staff retreat wherein staff and management establish goals and objectives. By September 5, 2007, these objectives will be incorporated into performance plans.
Debt Collections	By Director provides most of the time clear and concise directions and the office expectations.

DFCM	DFCM holds weekly Construction Management team meetings where the expectations of management are clearly defined and documented. DFCM also holds a monthly meeting with other division managers such as Accounting, Energy, Real-Estate, Facilities Maintenance and Construction Support Services to convey management's expectations.
Finance	For 2008 ensure that all performance plans clearly define what are expected of employees. Discuss goals and plans in staff meetings and newsletters.
Purchasing	Management expectations are stated clearly and an opportunity to discuss expectations are available day-to-day and at each twice monthly staff meeting. This is in addition to performance reviews.
Risk Management	Employee performance plans shall be completed annually by September 1st. Employee performance appraisals shall be completed annually by June 15th. Conduct and performance correction measures shall be documented and maintained in the employee's file.

Provide clear and open communications between the Executive Director's Office, division directors and all department staff

<u>Agency</u>	<u>Action</u>
Administrative Rules	By August 1, 2007, copy division employees on weekly reports and balanced scorecard updates. Use monthly one-on-one meetings to afford employees an opportunity to air their concerns. Foster trust by following through on commitments.
Archives	During fiscal year 2008, the Archives administration will hold monthly management team meetings, staff meetings, and provide written communications of issues to staff.
Debt Collections	Our director has a vision of an open door policy to discuss any issue whether business or personal.
DFCM	DFCM's participation in the Department's Sole Source Contract Review Committee has opened communication between the Executive Director's Office and communication between DFCM and Purchasing. Thus far, this has proven to be an excellent idea.
Finance	Managers will begin to have discussion on minutes from management meetings in their staff meetings by Sept. 07. By December 2007, create an employee portal on the division's website where newsletter, meeting minutes, and other information can be posted to keep employees informed.
Purchasing	On-going. The Division supports and encourages open communications.
Risk Management	DRM's Director will continue to meet with management and staff on a monthly basis to share communications from and gather staff communications for the EDO. DRM management will continue to copy weekly and monthly reports to employees.

Limit FTE Growth

Limit FTE Growth

<i>Agency</i>	<i>Action</i>
Administrative Rules	The division does not anticipate the need for an increase in FTEs for FY 2009.
Risk Management	Unless and until DRM becomes the workers compensation insurer and administrator for state agencies, there is no anticipated need for FTE growth.

Reduce employee turnover rates

Enhance the value of DAS employees through position specific professional and inter-department training opportunities

<i>Agency</i>	<i>Action</i>
Administrative Rules	By July 1, 2008, develop a cross-training plan for employees with technical writing or rulemaking functions.
Archives	The Archives will foster employees through its educational assistance program and support in professional training to provide the educational and professional background necessary for advancement.
Debt Collections	Our division probably has one of the lowest turnover rates within the state. We provide training opportunities for employees to better their skills and their abilities.
DFCM	DFCM Internal Service Fund DFCM ISF has a developed employee educational program designed to address the specific training needs of each individual staff member.
Finance	Appoint a division training coordinator who could work with other division on training opportunities. Recognize training needs for professional certifications other than CPA.
Purchasing	Refer to: "Stabilize the workforce through professional development."
Risk Management	DRM will continue to ensure that its claims adjusters receive training required to maintain their professional licenses. Loss control staff are expected to attend annually a seminar that is specific to his/her assigned area(s) of expertise. DRM will also continue to encourage and enable its staff to cross-train and develop relevant subject matter expertise through internal and external training. DRM will continue to invite DAS divisions and staff to participate in its quarterly training seminars.

Guiding Principle Streamline Operations

Consolidated operations

Consider "one stop" options for customer payments and information through a consolidated and consistent billing format

<i>Agency</i>	<i>Action</i>
Finance	Duplicate accounting is an issue that must be resolved before this can be implemented for OSDC as we often are required to have 'real time' balances and payoffs for the court.
Finance	Participate with EDO and other division s as necessary with this goal.
Purchasing	Completed and on-going.
Risk Management	On or before 1/1/08, DRM will evaluate ways to enhance customer payments and billings and implement appropriate measures to simplify and expedite those processes.

Consolidate interrelated systems while preserving effectiveness

<i>Agency</i>	<i>Action</i>
Administrative Rules	Review processes to determine whether such interrelated systems exist.
Archives	By August 31, 2008, the Archives will report on the possibility of electronic records-to-microfilm for low population country recorders to streamline microfilm processing for the counties and for Archives. By October 31, 2008, the Archives will have correlated processing workflow procedures.
Finance	Continue to streamline within our division and participate in DAS IT Quality team and look for ways to consolidate interrelated systems where appropriate.
Fleet	Partner with Risk Management to integrate systems
Purchasing	Refer to previous sections.
Risk Management	By 1/1/08 DRM will identify interrelated systems that can be consolidated without undermining effectiveness, and implement a plan to effect that consolidation.

Cross agency assistance

Ensure process change at DAS result in a net benefit to the divisions and our customers

<i>Agency</i>	<i>Action</i>
Administrative Rules	Annually meet with department rules coordinators to identify any unmet or emerging needs and discuss complaints, compliments, and comments.
Archives	In cooperation with the department, the Archives will conduct a customer survey for governmental entity customers.
Finance	Look at ROI on all projects, participate on quality teams, compare customer survey results before and after changes.
Purchasing	This is measured quarterly via the customer and supplier surveys.

Risk Management

DRM will participate in evaluating process changes and providing feedback to DAS to ensure that process changes are beneficial to other divisions and customers.

Promote cooperation, standardization, and consistency across divisions and other departments of state government

<i>Agency</i>	<i>Action</i>
Archives	By June 30, 2008, the Archives will report on ongoing communication/cooperation between Utah Homeland Security, Utah DTS, and the Council of State Archivists to adequately prepare record emergency plans for the State of Utah. By August 31, 2008, the Archives will create broad general schedule items and review general retention schedules to ensure item retentions, suggested designations, and indexes are current.
Debt Collections	OSDC currently networks with many state agencies, assisting them with problem accounts and reviewing their status, this is especially true with courts, AP&P, and DOPL.
DFCM	DFCM Construction Management and ISF DFCM and Purchasing are working together on procurement issues. New doors have recently been opened between the two divisions and much greater cooperation now exists. Looking forward, standardization and consistency will continue to increase.
Finance	Participate in the DAS quality team for business processes.
Purchasing	On-going. For example, the Division is working closely with DFCM to standardize forms and policies; coordinates with Internal Audit on best practices, forms and policies; integrates uniformity whenever possible; and, explores opportunities with other divisions to provide for standardization.
Risk Management	Due to the large number of customers, DRM will utilize annual surveys, quarterly trainings, and continued annual meetings with customers to promote cooperation, standardization, and consistency across divisions and other departments of state government.

Eliminate duplication and encourage centralization

Leverage technology through the use of centralized imaging and paperless processes

<i>Agency</i>	<i>Action</i>
Archives	By August 31, 2008, the Archives will report on the possibility of electronic records-to-microfilm for low population country recorders to streamline microfilm processing for the counties and for Archives.
Debt Collections	We would like to develop an imaging process so that all documents are electronic and are within our database system.

DFCM	<p>DFCM Construction Management</p> <p>All of DFCM's project design and construction services are currently advertised on the DFCM's website. DFCM is currently testing electronic bidding on the web. All of DFCM's forms and contracts associated with project design and construction management are located on the web.</p> <p>DFCM Internal Service Fund</p> <p>DFCM ISF has developed a completely paperless work request process for its maintenance operations. Additionally, all financial documents are scanned and maintained within a web accessible document management system.</p>
Finance	<p>Continue progressive steps to eliminate paper paychecks and pay advices by December 2008. Identify top 5% of vendors receiving warrants from FINET (both volume and dollars) and work on getting these vendors on EFT by June 2008. Redistribute eVendor pamphlet with warrants and through vendor email addresses to encourage more electronic payments. Evaluate imaging system and statewide imaging needs for financial documents and determine an imaging strategy by June 2008.</p>
Purchasing	<p>The Division actively pursues technological advancements as evidenced by the State Cooperative Contract with RFP Depot to issue and receive solicitations. In addition to State usage of the contract, political subdivisions, higher education, and public education have embraced the new system.</p>
Risk Management	<p>DRM will continue its implementation and use of the online self-inspection survey, its online claims processing software, and continue to coordinate its scanning processes of critical documents to enhance its loss control and claims functions.</p>

Seek customer input on bottlenecks and potential breakdowns

<i>Agency</i>	<i>Action</i>
Administrative Rules	Annually meet with department rules coordinators to identify any unmet or emerging needs and discuss complaints, compliments, and comments.
Archives	The Archives will utilize its customer service survey to identify possible improvements on service and implement improvements by July 31, 2008.
Debt Collections	We feel that the only bottleneck problems we have within our office the write-off process that comes at the end of the fiscal year with all of our agencies.
DFCM	A member of DFCM's management team meets annually with each agency/institution to discuss DFCM's overall performance. These meetings have proven to be very productive and have provided agencies/institutions with the opportunity to identify bottlenecks and breakdowns in DFCM's operations.
Finance	Continue to identify customers emerging needs through FINET HelpDesk, monthly ACT meetings and customer surveys. In addition, by June 2008 we will evaluate a plan to meet with each state agency on an annual basis.

Purchasing	One-on-one meetings, customer group meetings, and advisory council meetings are a forum available to provide constructive criticism on performance and business process improvements.
Risk Management	Utilize monthly staff meetings to avoid duplication and encourage centralization. Obtain and consider customer input in implementing solutions to customer problems.

Standardized division forms and policies at the department level

<i>Agency</i>	<i>Action</i>
Archives	The Archives will participate in the DAS quality team to analyze business process.
Finance	Work with EDO and other division to eliminate specific division policies and to make Dept. policies available in one place on web.
Purchasing	In-process.
Risk Management	By 12/1/07, DRM will ensure that all existing and future printed communications and publications are in conformance with the DAS brand and logo.

Goal ***Highest Quality***

Guiding Principle Prepare for Emergencies

Prepared for the unknown

Draft or update emergency plans to address appropriate contingencies taking into account state assets and resources relative to all other departments and functions

<i>Agency</i>	<i>Action</i>
Administrative Rules	Conduct an annual review of the division's Continuity of Operations Plan.
Archives	By October 31, 2007, the Archives will review and update the division emergency plan. By December 31, 2007, the Archives will provide a copy of Safeguarding a Nation's Identity to the Governor and key state legislators.
DFCM	DAS has had an Emergency Plan in place for the last 10 years that is continually updated based on changes within their organization as well as changes statewide to bring plans into compliance with the changing Homeland Security Regulations. Additionally all Divisions have Emergency Plans that support the Department Plan. DFCM Internal Service Fund DFCM ISF has developed a program to assist in emergency preparedness. Division assets and resources are tracked to assist in any response.

Finance	Coordinate purchase and use of system disaster recovery hardware and software with DTS who can help coordinate IT resources with other state agencies. Participate with EDO in updating and enhancing our emergency plan.
Purchasing	The Division maintains an emergency plan which every member has a copy; first responders have been designated and roles and responsibilities have been assigned; two members of the Division are NIMS certified; and, the plans/responsibilities are reviewed and updated as necessary.
Risk Management	On or before 12/1/07, DRM will update its emergency plan and distribute that plan to its employees.

Provide all department employees with simple and easy to understand directions for responding to a variety of emergency situations

<i>Agency</i>	<i>Action</i>
Archives	By January 31, 2008, the Archives will provide each work section a revised Archives emergency plan and present plan in staff meeting and provide a Pocket Response Plan (PRP) to each staff member.
DFCM	<p>Training through a variety of ways occurs in DFCM. Section training has been done for each area that comprises the Emergency Operations Center for DFCM. Quarterly Division meetings have been utilized as a medium for training employees in being prepared at home so they are available to report to work as needed in an emergency situation. Collaterals have been given to employees with their paychecks.</p> <p>DFCM Internal Service Fund</p> <p>DFCM provides quick reference emergency response booklets to the tenants of all our managed buildings containing instructions and contact information.</p>
Finance	By September 30, 2007: 1) Appoint a division emergency response coordinator for division to ensure employees are prepared to be safe in an emergency. 2) Ensure that each division employee has the colored emergency response information for Capitol Hill distributed by DFCM. 3) Evaluate a plan to train employees in CPR and identify employees who are already trained. 4) Update and distribute list of division contact information to employees by Sept. 2007.
Purchasing	The Division maintains an emergency plan which every member has a copy; first responders have been designated and roles and responsibilities have been assigned; two members of the Division are NIMS certified; and, the plans/responsibilities are reviewed and updated as necessary.
Risk Management	DRM staff will provide input and assist, as requested, in the development of DAS emergency plans.

Ready for recovery

Back-up critical data and records for offsite storage

<i>Agency</i>	<i>Action</i>
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Administrative Rules	By July 1, 2008, in conjunction with the Department of Information Technology Services, establish a historical data backup protocol to preserve historical electronic records and publications. Build associated costs in the division's 2010 budget request. Test backups quarterly to verify that data can be retrieved.
Archives	By July 31, 2008, the Archives will have identified permanent information on microfilm for preservation storage.
DFCM	The Department of Technology Services provides continual back-up of critical data and offsite storage of technology data for the Department of Administrative Services and all of the Divisions under Administrative Services.
Finance	Finalize disaster recovery plan. Continue current back-up procedures.
Purchasing	On-going.
Risk Management	On or before 11/1/07, DRM will work with DTS to establish a plan that ensures the back up of critical data and records and arrange for offsite storage.

Create and implement a department-wide plan for a) evacuation from danger, b) emergency procedures, and c) resumption of all business following assessments

<i>Agency</i>	<i>Action</i>
Archives	The Archives will participate with DAS in the department-wide emergency planning and recovery plan.
DFCM	DAS as part of their overall Emergency Plan covers department-wide evacuation, emergency procedures, and resumption of business. In addition all Divisions have their own Emergency Plans which also cover these areas. DFCM Internal Service Fund DFCM ISF has developed emergency procedures for each managed location. Procedures are reviewed annually and updated as necessary.
Finance	Have division emergency response coordinator work with department to create and implement plan. Enhance division business resumption plan that covers all systems by June 2008. Work with DTS to ensure off-site check writer is in place.
Risk Management	DRM staff will provide input and assist, as requested, in the development of DAS evacuation plans, emergency procedures, and business continuation plans.

Ensure critical resources are available and appropriately prioritized

<i>Agency</i>	<i>Action</i>
Administrative Rules	By March 1, inventory resources critical to the continuity of filing and publication processes. By July 1, prepare a budget request that assures adequate funding of critical resources.
Archives	By June 30, 2008, the Archives will report on ongoing communication/cooperation between Utah Homeland Security, Utah DTS, and the Council of State Archivists to adequately prepare record emergency plans for the State of Utah.

DFCM	<p>DAS has critical resources prioritized for their utilization in an emergency situation. Additionally DFCM has a database that identifies critical resources which can be utilized for emergency situations.</p> <p>DFCM Internal Service Fund</p> <p>ISF statewide assets and resources are tracked and managed in FDRP to assist in any response.</p>
Finance	<p>Finalize disaster recovery plan for all critical systems, make hard copies of this plan for each manager by June 2008.</p> <p>Provide a website or phone number where employees can check in when there is an emergency and get information about work.</p>
Purchasing	<p>The Division maintains a primary emergency operations locale and a secondary off-site center. CDs of critical information are provided (updated and replaced every 6 months) to Division first responders in the event networks are lost. The Division has in place manual processes to ensure critical needs can be met and appropriate paperwork is maintained in the event FEMA resources/reimbursement is available.</p>
Risk Management	<p>On or before 12/1/07, DRM will list and prioritize all critical resources.</p> <p>Arrangements for the availability of DRM's list of critical resources will be completed by 1/1/08.</p>

Test emergency measures regularly through simulated drills

<i>Agency</i>	<i>Action</i>
Administrative Rules	<p>By March 1, 2008, promulgate an administrative rule that clearly defines an alternative rule filing process for emergency situations. By October 1, 2008, establish a regular testing schedule of the emergency filing rule. Test backups quarterly to verify that data can be retrieved.</p>
Archives	<p>By November 30, 2007, the Archives will carry out one emergency drill with division staff.</p>
DFCM	<p>DAS has employees that are part of the State Emergency Response Team and have been trained to cover the variety of applications that could apply to the Department in an emergency. Drills and simulated exercises held through the State Emergency Operations Center as well as test and drills done by individual Divisions provide ongoing tests for all areas of DAS as to scenarios and response capability of the Department. DFCM holds simulated drills and exercises at periodic intervals and sites to measure the response and effectiveness of the emergency training and tools we have provided.</p> <p>DFCM Internal Service Fund</p> <p>DFCM ISF conducts statewide drills annually to update plans and train staff on response procedures.</p>
Finance	<p>Ensure that employees participate in fire and evacuation drills. Once disaster recovery plans and redundant hardware is in place we will run system recovery drills at least annually.</p>

Safety focused

Ensure first aid kits, evacuation equipment, defibrillators, and 72 hour kits are available and plans are established for their use

<i>Agency</i>	<i>Action</i>
Administrative Rules	By September 1, order 72-hour kits for each division employee. By September 1 of each year, inventory kits and other supplies to make certain that the division has adequate resources to support employees during an emergency.
Archives	Within the next two fiscal years and as funds permit, the Archives will provide a first aid kit for each work location and a 72-hour kit for each employee in Archives.
Debt Collections	We have 24-hour kits for every employee with office.
DFCM	<p>DFCM has provided first aid training and emergency evacuation training on a regular basis for both the construction and maintenance operations of the Division. Ongoing recertification is completed annually or as required by the certifying authority. Emergency responder kits (including 72 hour kits) have been provided to both program directors and facility coordinators. Training has been provided and will continue to be provided in their use.</p> <p>DFCM Internal Service Fund</p> <p>DFCM ISF provides all necessary emergency related equipment and materials to each facility complex. Required training is held as needed for all staff involved.</p>
Finance	By August 31, 2007, purchase 72 hour kits for all division and DTS Finance employees, provide access and training on a defibrillator.
Fleet	Purchase 72 hour kit to keep in the office
Purchasing	In place. The Division has purchased 72 hour kits for all employees in the event an emergency occurs during the work day. First aid kits and supplies are available and accessible.
Risk Management	On or before 12/1/07, DRM will ensure that all appropriate first aid kits, evacuation equipment, defibrillators, and 72-hour kits are available to its employees. Instructions for the use of such items will be included in DRM's emergency plan.

Provide a safe and secure workplace for employees and customers

<i>Agency</i>	<i>Action</i>
Administrative Rules	By December 1, conduct a security walk-through with Risk Management, Homeland Security, Utah Highway Patrol, or any combination of these to determine vulnerabilities and solutions.

Archives	By December 31, 2007, the Archives will work with Risk Management to conduct a risk assessment of the State Records Center.
DFCM	DFCM has been proactive in securing all buildings and has installed badge restricted access to a number of buildings in the last couple of years. Protective glass has been installed in reception areas. Security cameras are used where the need is identified. DFCM Internal Service Fund DFCM ISF ensures all staff receives annual safety and other training including all required OSHA programs.
Finance	Effective immediately, all visitors must check in with our front desk. Ensure new employees receive information on dealing with emergencies while at work. Ensure employees are trained in CPR. Encourage employees to keep their work areas and common office areas clean and free of obstructions.
Fleet	Provide safety plan and training at Draper location
Purchasing	On-going.
Risk Management	On or before 12/1/07, DRM will conduct an onsite evaluation of its workplace and implement a plan to eliminate workplace hazards.

Guiding Principle Products and Services

Best value delivered on-time

Establish benchmarks for comparative analysis and appropriate product and service offerings

<i>Agency</i>	<i>Action</i>
Administrative Rules	By July 1, 2008, identify entities that provide similar services. By July 1, 2009, survey entities and establish comparative measures.
Archives	By September 30, 2007, the Archives will review current balanced scorecard measures to assure that highest-value measures are used and that those measures focus on best value and on-time delivery and establish monthly statistical benchmarks to measure service. By September 30, 2008, the Archives will have fulfilled its benchmarks for the transfer of custody and accessioning into the Archives' stewardship all historical records that have met their retention.
Debt Collections	Making sure our files and online systems have the most current information to provide for our public customers the best information available.

DFCM	<p>DFCM Construction Management Improvement Group: Annual the percentage completed or under contract report to the Building Board noted above.</p> <p>Capital Development Group: DFCM compares construction costs per square foot on state projects with industry average reports. This data provides assurances to the Governor's Office, Legislature and agencies/institutions that DFCM's construction costs are in line with industry averages and that the state's large construction projects are well managed and under control.</p> <p>Real-Estate and Leasing Group: DFCM compares lease rates per square foot for state leased buildings with industry average reports. This data provides assurances to the Governor's Office, Legislature and agencies/institutions that buildings leased by the state to house agencies and higher education programs and services are in line with market rates. DFCM Internal Service Fund DFCM sets performance benchmarks for quality and cost. We publish industry data comparisons in the annual rate report.</p>
Finance	Determine with EDO by June 2008, whether a benchmarking study against other states or private companies will be done. If external study will not be done, establish benchmarks internally with customer feedback as necessary.
Purchasing	Purchasing agents regularly compare the State Cooperative Contracts they manage with like contracts for goods and services maintained by other states, public entities, and, when accessible, private industry. State Mail and Print Service managers annually compare rates and services against private industry to access performance and assist in the rate setting process. (BSC metric)
Risk Management	DRM established benchmarks in its Service Plan, which was distributed to all staff in June of 2007. Existing benchmarks will be evaluated and appropriately amended by 12/1/07, following the receipt of the annual customer survey.

Establish customer expectations, DAS' responsibilities, and define the desired result by: identifying the deliverable; meeting expected deadlines; delivering at the agreed upon price; not making commitments that cannot be kept

<i>Agency</i>	<i>Action</i>
Administrative Rules	By October 1, 2007, the division will issue its service plan, post it on the division's web site, and distribute it to agencies.
Archives	By April 30, 2008, the Archives will have identified the customers for the Utah Public Notice Website and delivered the product for their use. By September 30, 2007, the Utah State Historical Records Advisory Board will have approved grant applications from regional and local repositories and the Archives will have negotiated contracts for archival projects.
Debt Collections	State agencies collecting money for them and working on issues with and FINET Public restitution payments and the lowering of state debt

Identifying The Deliverable: For Capital Development construction projects (over \$2.5 million), DFCM requires each project to undergo a process known in the industry as "programming." Programming consists of a professional architectural/programming firm hired by DFCM holding a series of meetings with the user agency/institution to identify the specific needs or deliverables that the agency/institution wants and needs in the new facility in order to provide their services and accomplish their mission. Programming is an in depth room by room analysis of a building's function from the total number of square feet needed to the number of electrical outlets needed. The entire programming process is designed to identify the deliverables associated with a new building down to the smallest detail.

Meeting Expected Deadlines: DFCM works with agencies/institutions on every project to identify the expected completion deadline. During the solicitation process for hiring an architect or contractor, DFCM and agency/institution representatives meet together to establish a completion deadline. This construction completion deadline is actually used in scoring process used to choose an architect or contractor. Once the construction deadlines are set and the architect or contractor has been hired, DFCM holds weekly construction meeting with the architect/contractor and the agency/institution to monitor the progress of the project. If a project falls behind schedule, the DFCM project is responsible for developing an action plan to bring the project back on schedule.

Delivering at the Agreed Upon Price: The construction budget is another topic covered at the weekly construction meeting held for each project. If a project is over budget, DFCM's project manager is responsible for developing an action plan to bring the project back in budget. DFCM has a sophisticated computerized accounting system designed to track and account for each dollar spent on each construction project.

Not Making Commitments that Cannot be Kept: DFCM works with expert consultants to establish construction completion deadlines and construction budgets prior to them being set. In addition, DFCM has established a performance rating system to evaluate how well an architect performs in designing a project to the budget and how well a contractor performs in keeping costs within the budget and meeting the completion deadline.

DFCM Internal Service Fund

DFCM identifies customer expectations and our responsibilities through signed contracts for each managed program. Individual O&M agreements are established with the agency to identify scope of responsibilities and deliverables. Agreements are renewed annually.

Finance

Finance will continue to emphasize these principles to employees and practice the principles in its dealings with customers. We will add to employee's performance plans.

Purchasing

This is an on-going commitment of the Division and is reinforced through close communications with all of the Division's customers.

Risk Management

DRM has identified deliverables and deadlines in its Service Plan. DRM will review and appropriately amend its existing list of identified deliverables and established deadlines by 12/1/07, based upon survey responses.

Establish customer expectations, DAS' responsibilities, and define the desired result

<i>Agency</i>	<i>Action</i>
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Foster open communications with customers for complaints, compliments, and comments

<i>Agency</i>	<i>Action</i>
Administrative Rules	Annually meet with department rules coordinators to identify any unmet or emerging needs and discuss complaints, compliments, and comments.
Archives	The Archives will conduct direct contact with customers for input on microphotography service and products.
Debt Collections	We do this with letters, e-mails, and phone calls with a public client base to help them understand the rules and statutes surrounding our office. We try to answer all complaints within a timely manner as we receive information.
DFCM	DFCM Construction Management The annual customer surveys and management visits described above. DFCM Internal Service Fund DFCM holds regularly scheduled meetings with each of our agency customers, usually on a quarterly basis. Meeting agendas are developed to address current needs and issues.
Finance	Continue to use balanced scorecard and performance measures, HelpDesk calls, and customer surveys to monitor and evaluate. By June 2008, we will evaluate and update our scorecard and other performance measures as necessary.
Purchasing	The Division welcomes and encourages open communications and strives to maintain a level of trust among customers to ensure that compliments are recognized and constructive criticisms are responded to and are met without undue resistance.
Risk Management	The self-inspection survey will continue to provide a 24/7 email address to which insured customers can provide comments, questions, suggestions, and complaints. A customer suggestion box will be made available at each quarterly training. DRM will continue to meet at least monthly with representatives from the Litigation Division of the Attorney General's Office to receive quality control input and direction.

Identify our customers and define their emerging needs

<i>Agency</i>	<i>Action</i>
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Administrative Rules	By March 31, 2008, complete customer identification. Annually meet with department rules coordinators to identify any unmet or emerging needs and discuss complaints, compliments, and comments.
Archives	By August 2008, the Archives will hold a meeting for regional repositories to assess the needs of regional and local repositories, review the regional repository training and development program, and identify possible, new consortium members
Debt Collections	State agencies and the general public Finders, restitution and the renewal of judgments
DFCM	DFCM Construction Management Customers: State Agencies and Institutions of Higher Education Identification of Emerging Needs: (a) Each year, state agencies and institutions of higher education submit to DFCM a list of their Capital Development project requests (Capital Development = construction projects over \$2.5 million, (b) Each year, state agencies and institutions of higher education submit to DFCM a list of their Capital Improvement project requests (Capital Improvement = construction projects under \$2.5 million). Throughout the year, DFCM works with agencies and institutions to identify their constructions needs. Tools used by DFCM to assist in this process include: (a) Hiring expert consultants to study and assess the physical condition of each agency's and institution's building and infrastructure, identifying building repairs and upgrades, building code violations, fire safety, equipment deficiencies, etc.; (b) Hiring consultants to develop space utilization standards to document conditions of overcrowding; (c) Hiring consultants to assist agencies and institutions in developing long-range master plans that identify future building and infrastructure construction needs. DFCM Internal Service Fund DFCM customers are clearly identified through agency communication and needs are discussed in detail for each specific program or location.
Finance	Continue to identify customers emerging needs through FINET HelpDesk, monthly ACT meetings and customer surveys. In addition, by June 2008 we will evaluate a plan to meet with each state a gency on an annual basis. By the end of December 2007 we will have an online suggestion box on our webpage to collect suggestions from customers.
Fleet	Work with the private sector to bring alternative fuels to the state fuel infrastructure in commercial and state fuel sites. This would include working with Purchasing to get alternative fuels on contract.
Fleet	Work with agencies to identify the true vehicle needs for replacement vehicles
Fleet	Investigate the environmental benefit of fuel and vehicle technologies
Fleet	One-on-one meetings with agency fleet managers to help them define their energy efficiency plans: Frequency - in person at least once a year multiple phone and e-mail contact

Fleet	Develop Balanced Scorecard measures for fleet energy efficiency
Purchasing	The Division of Purchasing and General Services recognizes that as the centralized state government authority for procurement, mail, and printing services, among other services, its immediate and direct customers are state agencies. In addition, to the extent permitted by statutes, all political subdivisions, institutions of higher education, and public education entities of the state are also valuable customers and recipients of the services provided. All of the organizational units within the Division constantly seek eligible potential customers outside of those mandated to use the services provided.
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Risk Management

DRM's principal customers (end-users) are their insured agencies, public/charter schools, and colleges/universities. Other contextual end-users are claimants, their legal representatives, and the attorneys with the Litigation Division of the Attorney General's Office. DRM will issue a customer/end-user survey annually by October 1st, to assess customer needs and expectations.

Monitor and evaluate delivery of services, customer satisfaction, and measures for improvement

<i>Agency</i>	<i>Action</i>
Administrative Rules	Annually administer a customer survey to assess customer satisfaction. Biannually survey ListServ and WebWatch subscribers about satisfaction with the Digest ListServ and Web publications.
Archives	During the fiscal year 2008, the Archives will use customer evaluations of records management and GRAMA training workshops to monitor and evaluate services and develop new training tools. By July 31, 2008, the Archives will conduct a customer survey for customers of the Research Center (public customers) and another customer survey (governmental customers) in conjunction with DAS according to its time frame.
Debt Collections	By sending out customer satisfaction surveys on a biannual basis and then analyzing the data that is being received from this survey and in turn improving our customer satisfaction with this information.

Monitor/Evaluate Delivery of Services: DFCM recently implemented a "Construction Project Status Reporting System." Each week two project managers report to DFCM management on the status of each of their projects. This reporting system is designed to monitor and evaluate DFCM's delivery of services and help ensure that every project is constructed within budget and completed on time.

Customer Satisfaction: Each year, DFCM will send out a customer satisfaction survey/rating system asking each agency/institution to evaluate DFCM's performance as a whole and each DFCM project manager's performance specifically. Scores from these surveys are actually used in the annual job performance evaluation of each DFCM project managers. For example, in the Capital Improvement Group, the average performance score from the agencies/institutions account for ¼ of the project managers overall performance rating.

In addition to the survey system, a member of DFCM's upper management visits each agency/institution annually to review upcoming projects and discuss DFCM's performance on projects currently underway. Over the years, a personal relationship has been developed that allows representatives from the agencies/institutions to freely discuss problems, concerns and other issues relating to customer satisfaction.

Measures for Improvement: DFCM's Capital Improvement Group provides an annual report to the Utah State Building Board on the percentage of projects that are completed or under contract within one year of the Board's approval of each year's Capital Improvement projects. Prior to this reporting system being implemented, only approximately 60% of the improvement projects were completed or under contract each year. Since the implementation of this reporting system, DFCM achieved 90% (FY 02), 93% (FY 03), 93% (FY 04), 98% (FY 05) and 93% (FY 06). For the capital improvement group this is a meaningful measure because the timeliness associated with these small projects is of utmost importance to them.

DFCM is in the process of evaluating meaningful measures for the Capital Development Group. Timeliness is a meaningful measure for most but not all development projects. Budget is an important measure for all development projects.

DFCM Internal Service Fund

DFCM conducts customer service surveys every six months. Results are compiled by facility complex. Discussions are held with each complex manager to address areas of improvement and to identify areas performed well.

Finance

Continue to use balanced scorecard and performance measures, HelpDesk calls, and customer surveys to monitor and evaluate. By June 2008, we will evaluate and update our scorecard and other performance measures as necessary.

Purchasing

Through quarterly customer and supplier satisfaction surveys, the Division is constantly and consistently monitoring the quality of the services provided both at the personal one-on-one level between staff and customers and the overall performance of the Division as a whole. (BSC metric).

Risk Management

The annual customer/end-user survey will be utilized to monitor and evaluate delivery of services, customer satisfaction and improvement measures. DRM will continue to obtain input relative to these issues at each quarterly training.

Courteous and professional

Be knowledgeable, supply the service, or direct to the appropriate resource

<i>Agency</i>	<i>Action</i>
Administrative Rules	Annually identify needs and conduct in-service training with division staff.
Debt Collections	By having every employee within our division cross trained we are able to supply the best information possible for each phone call letter or walk-in client available.
DFCM	DFCM management works with our group managers to ensure all employees are fully trained and knowledgeable in their area. Focus is placed on assisting a customer until the issue or question is resolved, regardless of their duties. Staff is requested to resolve the issue or ensure the customer is connected with the proper person to do so.
Finance	Enhance list of employees and duties so front desk and other division employees know where to send calls. Also add to employee's performance plans.
Purchasing	The Archives will respond to patron requests or direct patrons to other research institutions in an accurate and timely manner. During fiscal year 2008, the Archives staff will be familiar with codes and regulations that regulate agencies and the records they create.
Purchasing	This is an on-going process that is measured through the quarterly surveys.
Risk Management	Queries shall be fully responded to within three business days; otherwise, DRM staff will provide clients a reasonable deadline to respond or direct the query to the appropriate authority or individual.

Have a helpful attitude; listen with interest to understand

<i>Agency</i>	<i>Action</i>
Administrative Rules	Annually identify needs and conduct in-service training with division staff.
Archives	The Archives will conduct patron interviews to understand customer research requests.
DFCM	DFCM Construction Management and ISF One of the categories in the annual customer survey includes the agency's/institution's rating of DFCM's overall professionalism and each project manager's ability communication skills, knowledge, professionalism and so on.

Finance	Finance will continue to emphasize these principles to employees and practice these principles with customers. In addition, we will add to all employee's performance plans. We will also determine an appropriate incentive for Finance employees if the Division attains targeted improvement in annualized customer satisfaction scores.
Fleet	Do we take a hard stance on compliance issues or do we have a flexible customer support role
Fleet	Recognize the direction state executive leadership is taking; provide all appropriate information and documentation needed to make the decision; and support all decisions
Purchasing	This is an on-going process that is measured through the quarterly surveys.
Risk Management	Absent legitimate extended unavailability, per the Service Plan, DRM staff will reply professionally to telephone and email queries by the end of the next business day.

Provide appropriate training to customers accessing DAS products and services

<i>Agency</i>	<i>Action</i>
Administrative Rules	By October 1, 2007, the division will issue its service plan, post it on the division's web site, and distribute it to agencies.
Archives	The Archives will provide quarterly records management and GRAMA trainings workshops to governmental entities. During the fiscal year, the Utah State Historical Records Advisory Board and the Archives will provide appropriate training workshops to regional and local repositories.
Debt Collections	Through D cart system agencies can access the information that is needed for their particular organization. We provide training on this and other measures within OSDC. We need to do more training so that clients will be able to produce the lists of information that they are currently requesting from our agency.
DFCM	<p>DFCM Construction Management</p> <p>DFCM provides regular customer training seminars on topics such as: the Value Based Selection process, Building Code, Procurement, Roofing, Paving and Hazardous Materials, etc. In addition, DFCM is a member of the Utah Association of Physical Plant Administrators (UAPPA), an association made up of the Directors of Facilities from each of the state's nine institutions of higher education. This organization holds quarterly meetings to discuss construction and facility maintenance issues. At each meeting, DFCM provides training on pertinent construction related issues to the group.</p> <p>DFCM Internal Service Fund</p> <p>Through regular meetings with our customer agencies, DFCM ISF provides information, training, and documentation on accessing our products and services.</p>

Finance	We will continue to provide FINET, Payroll, DataWarehouse, and year-end budget and accounting officer training as we currently do. In addition, we will develop a certification program for our FINET users to show they are proficient in different functional areas by the end of June 2008. We will continue to use HelpDesk and customer survey information to determine areas of training needs. We will evaluate the need for additional financial reporting training by June 2008.
Fleet	Emergency preparedness training internal and external
Fleet	Expand training areas
Purchasing	The Division conducts customer training and is active in participating in forums where training opportunities are available. Training is also provided to customers at the customer's choice of venue on a variety of Division-related topics. Additionally, the Division's website contains guides, templates, and instructions on doing business with the Division.
Risk Management	DRM will continue to provide quarterly training, based in large part upon evaluations and suggestions from its customers. Upon request, DRM will continue to provide relevant custom-designed training to address the needs of its customers.

Take ownership of issues and follow through on solutions

<i>Agency</i>	<i>Action</i>
Administrative Rules	Annually identify needs and conduct in-service training with division staff.
Archives	The Archives will follow through on agency customer problems in the State Records Center in a timely manner. By August 31, 2008, the Archives will create broad general schedule items and review general retention schedules to ensure item retentions, suggested designations, and indexes are current. By September 30, 2008, the Archives will have fulfilled its benchmarks for the transfer of custody and accessioning into the Archives' stewardship all historical records that have met their retention.
Debt Collections	Each issue an employee receives is an opportunity to see it through and have the appropriate information available for that particular individual. They are responsible to follow through to make sure that the issue is resolved.
DFCM	DFCM Construction Management and ISF DFCM's overall philosophy for its project managers, facility coordinators and support staff is: "Find a Way to Say Yes." By statute, DFCM is charged with being an enforcement agency as well as a customer service agency. There are numerous laws, rules and regulations that pertain to state-owned property and buildings. DFCM is responsible for enforcing all of these requirements. Nevertheless, even when the law requires DFCM to say no, DFCM management always tries to provide an alternative solution that is within the law. A regular theme at DFCM project manager training is, "take ownership of the issue and find a solution."
Finance	Add to all employee's performance plans.

Purchasing	The staff of the Division are encouraged to be independent in problem resolution and think outside the box to provide solutions to problems and issues.
Risk Management	DRM staff will meet monthly, or more frequently as required, to review and report on assignments and solutions to customer issues.

Easy accessibility through on-line access

Allow customers to identify their needs and respond accordingly; without assuming to know what they want

<i>Agency</i>	<i>Action</i>
Administrative Rules	Include a feedback link on the new edition of eRules. By July 1, 2008, include a feedback link on the Division's public web site.
Archives	By July 31, 2008, the Archives will work with the Utah Association of Counties, and specifically with county recorders, to identify a business case for a new electronic record-to-microfilm program within the Archives to support county recorder needs
Debt Collections	We need to identify more specific client's needs and what information they need from us so that we can better serve them. Some of this can be done by during training on a lot of different subjects pertaining to their business interests dealing with collections.
DFCM	<p>DFCM Construction Management</p> <p>As noted above, each agency/institution submits their Capital Development and Capital Improvement project requests to DFCM. This is accomplished via a form know as a, "Project Need Statement." While DFCM assists agencies in procuring studies and assessments of their buildings and infrastructure, it is the agencies/institutions that make the determination as to their project needs.</p> <p>DFCM Internal Service Fund</p> <p>DFCM ISF holds regularly scheduled meetings with our agency customers to openly discuss their needs and expectations.</p>
Finance	We will develop an online suggestion box for our customers. We will also add to employee performance plans.
Purchasing	The nature of the Division, as a service institution, primarily responds to requests initiated by customers. However, through the organizations identified previously, customers have a forum to express their needs and wants to the Division for action.
Risk Management	During quarterly trainings and periodic meetings with customers, DRM staff will invite customers to identify their needs develop workable responses to those needs.

*Ensure products and services are accessible and convenient to customer needs
(24/7 customer access)*

<i>Agency</i>	<i>Action</i>
Administrative Rules	By July 1, 2008, contract with the Department of Technology Services to ensure access to the Division's public web site and eRules site is available 99.999% of the time.
Archives	By April 30, 2008, the Archives will provide service to the Utah Public Notice Website; obtain ongoing budget support from Legislature during 2008 General Session for continued service for FY2009 forward. By October 31, 2008, the Archives will provide online access to EAD finding aids through statewide union catalog. By June 30, 2008, the Archives will provide online access to important historical collections.
Debt Collections	D Cart
DFCM	<p>DFCM Construction Management</p> <p>For every construction project, DFCM all procurement services for architects, engineers and contractors are advertised on-line. In addition, DFCM's project accounting reports, design and construction standards, energy efficiency standards, forms and contracts, Building Board meeting minutes and agendas and so on are posted on-line.</p> <p>To date, DFCM has received very few complaints that agencies/institutions, architects/contractors or the general public cannot locate information on our website.</p> <p>DFCM Internal Service Fund</p> <p>DFCM ISF produces monthly budget and other reports on our web site. Agency customers have full access to current budget status and expense details. DFCM ISF also provides 24 hour emergency response for all locations.</p>
Finance	Continue to make our core systems available as much as possible, keeping in mind that FINET, Payroll, ESS, and Data warehouse have to be closed at scheduled intervals to run batch processes. At a minimum, our systems are available during regular business hours, longer if possible.
Purchasing	The Division's comprehensive website, available 24/7, provides access to State Cooperative Contracts, Utah-specific online pricing via contractor's websites (BSC metric) and access to a wide menu of services and information for all customers, including potential suppliers desirous of doing business with the State. State Mail and Print Services sections also contain easy to navigate business information.
Risk Management	DRM will continue to work with DTS to ensure its website, website tools, and online self-inspection survey (when launched) are available to its customers on a 24/7 basis.

Organize customer focus groups to identify gaps in products, services, and functional improvements

<i>Agency</i>	<i>Action</i>
Administrative Rules	Annually meet with department rules coordinators to identify any unmet or emerging needs and discuss complaints, compliments, and comments.

Archives	By September 30, 2007, the Archives' business analyst will conduct focus groups and customer interviews to identify gaps in electronic records products and services. By July 31, 2008, the Archives will conduct focus groups to assess records management needs and service improvements.
Debt Collections	We need to meet with agencies on a more regular basis to understand what their needs are and for them to have a better understanding of what OSDC does for them.
DFCM	<p>DFCM Construction Management</p> <p>DFCM does not have formal focus group. The annual on site visit from DFCM management is the only tool currently in place to identify gaps in products, services and recommended improvements from the agencies/ institutions.</p> <p>DFCM Internal Service Fund</p> <p>DFCM ISF conducts building tenant meetings at most locations to solicit input and share information with agency occupants.</p>
Finance	We will reinstate a focus group (steering committee) for Payroll ESS by 12/31/07. We will also evaluate a plan to meet with each state agency annually to get feedback on our major systems and processes by June 2008. We will also continue our FINET user groups for different functional areas.
Purchasing	The nature of the Division, as a service institution, primarily responds to requests initiated by customers. However, through the organizations identified previously, customers have a forum to express their needs and wants to the Division for action. Additionally, through the strategic sourcing process (BSC metric), end-users are brought together as a sourcing/selection team to acquire best value goods and services either through one-time purchases or State Cooperative Contracts.
Risk Management	By 12/1/07, DRM will organize customer focus groups among its insureds and conduct an annual meeting to identify gaps in products, services, and functional improvements.

Partner with agencies providing similar services by working together (should this include the private sector?)

<i>Agency</i>	<i>Action</i>
Administrative Rules	Annually notify each department of its duties under the Utah Administrative Rulemaking Act and provide a copy of the Division's service plan.
Archives	The Archives will provide central reference/patron service through the Research Center, operated jointly by the Utah State Archives and Utah State History. The Archives will continue membership and participation in archival/special collection working groups, including the EAD consortium, the DYNIX catalog consortium, the Utah Academic Library Consortium, the Utah Manuscripts Association, and the Mountain West Digital Library.
Debt Collections	We currently work with third-party vendors to help facilitate some of our collection efforts. We would like to be working with the driver's license division to receive real-time information driver's addresses and WFS for employment information to improve our collection efforts.

DFCM	<p>DFCM has granted "Project Delegation" to the University of Utah (\$5 million), Utah State University (\$2 million) and UDOT (\$250,000) wherein these agencies/institutions have full authority to manage every aspect of a construction project within the limits of their delegation just as though DFCM were managing the project. This is an attempt to take full advantage of the construction management organizations at these agencies/institutions.</p> <p>In addition, all agencies/institutions have the ability to manage construction projects up to \$100,000 provided they comply with DFCM's design and constructions standards. DFCM routinely partners with these agencies/institution in the construction management of these small projects.</p> <p>Lastly, DFCM has developed a Construction Project Management Administration Cooperative Agreement that allows agencies/institutions to manage projects over the \$100,000 limit if it is deemed that an agency/institution has the capability to partner with DFCM in administering the project.</p> <p>DFCM Internal Service Fund</p> <p>DFCM ISF provides support services to other agency maintenance programs as resources allow. DFCM also provides our Facility Focus database to assist agencies and institutions in performing their maintenance responsibilities.</p>
Finance	We will be open to opportunities to partner with agencies that provide similar services. For example, we are currently working with DWS to host their E-Learning Solutions SAP module; and DHRM and others on an employee portal project.
Fleet	Partner with with Risk Management for repeat accident discipline standards
Fleet	Partner with Purchasing to buy vehicles directly from the manufacture
Purchasing	In-state, the Division meets quarterly, through purchasing advisory councils, with representatives from higher education (UPAC), public education (EDPAC), and will soon be organizing an advisory council with counties, cities, and towns. Externally or out-of-state, the Division partners with western states through the Western States Contracting Alliance (WSCA) to maximize spend leverage in establishing contracts available to state agencies and other in-state governmental entities.
Risk Management	DRM has already partnered with DHRM to provide semi-annual symposiums that address HR liability prevention. By 12/1/07 DRM will identify other agencies that provide similar services and develop a plan to collaborate.

Products and Services

Best value delivered on-time

<u>Agency</u>	<u>Action</u>
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Guiding Principle Quality Reputation

Clear communications

Focus printed communications around the DAS brand and logo to create a uniform appearance on reports, written communications and publications

<i>Agency</i>	<i>Action</i>
Administrative Rules	By December 1, 2007, add the department name to all official publications. By July 1, 2008, add the division's logo to handouts, brochures, and manuals.
Archives	The Archives will fully cooperate with the department in developing the DAS brand and will appoint a representative to the DAS communication quality team. By July 31, 2008, the Archives will set division wide standards for training materials to ensure consistency in brand, style, and format.
Debt Collections	Our understanding of the governor's policy is that all printed materials which include letters on official letterhead are to be in approved form with the state seal and division office only. Not the DAS logo.
DFCM	DFCM Construction Management and IFS DFCM is publishing all reports on DAS Letterhead to assist in creating a uniform reporting system from the Department.
Finance	Through staff meetings and employee newsletter, reinforce use of DAS brand and logo on division documents.
Fleet	Develop a division template (does this include letterhead)
Purchasing	In-process.
Risk Management	By 12/1/07, DRM will ensure that all existing and future printed communications and publications are in conformance with the DAS brand and logo.

Foster a quality working relationship with the media with timely responses to press inquiries and GRAMA requests

<i>Agency</i>	<i>Action</i>
Administrative Rules	Clearly communicate the division's statutory duties, responsibilities, and roles. Respond to GRAMA requests and other requests for rules information within one business day.
Archives	The Archives will provide GRAMA training to DAS staff to promote understanding and application of the act as requested.
DFCM	DFCM Construction Management and IFS Media requests are typically handled the same day. Occasionally, it may take a day or two if data needs to be researched. GRAMA requests are processed by DFCM representative from the Attorney General's Office in accordance to the law.

Finance	Continue to ensure responses are timely and adequate.
Fleet	Foster a quality working relationship with the with the media with timely responses to press inquires and GRAMA requests
Purchasing	The Division maintains a quality relationship with the media and, through the Procurement Policy Board, maintains rules consistent with GRAMA. The Division has a GRAMA coordinator and ensures that all requests for records are responded to according to GRAMA in a timely manner.
Risk Management	All press queries will be coordinated through DAS and responded to in a timely manner. Requests for information will be addressed and responded to in compliance with GRAMA and, where appropriate, in accordance with the counsel of the Attorney General's Office.

Provide employees with a forum to gain a greater understanding of other division operations

<i>Agency</i>	<i>Action</i>
Administrative Rules	Conduct a semiannual Rulemaking 101 seminar for DAS and other state employees who want to know more about rulemaking.
Archives	The Archives will cooperate with DAS in providing interesting information about the division.
Debt Collections	Our division handbook, which is in electronic, form on the common directory.
DFCM	DFCM Construction Management and ISF DFCM is incorporating a new forum as part of the Division's Quarterly Meeting. We will highlight one of the particular groups such as Real-Estate/Leasing, Facility Maintenance, Capital Development, Capital Improvement, Construction Support Services, Accounting, Code Inspections, etc. to explain a part of their operation and how it fits into DFCM as a whole.
Finance	Work with EDO and follow their guidance to compile a summary of each division's goals, purpose, and contacts. Post to DAS website and distribute to new employees.
Purchasing	In-process. The Division will provide members to the quality teams and will agendize the opportunity for the Division members to debrief the Division at staff meetings. The Division also encourages and supports employees' participation in working groups that span the DAS divisions.
Risk Management	DRM will annually provide a seminar to DAS divisions to explain the roles, responsibilities, and functions of risk management and address issues that relate to our sister divisions.

Re-evaluate department websites to enhance functionality and provide uniformity of content

<i>Agency</i>	<i>Action</i>
Administrative Rules	Annually review the division's web site and provide feedback to the executive director regarding enhancements and design changes.

Archives	The Archives will appoint a representative to participate in the DAS technology quality team to support this goal to improve the department/division websites. By June 30, 2009, the Archives will revise content and functionality of its websites, including the Research Center website.
Debt Collections	We feel that our website needs a lot of work but through this change process we are able to see what is needed to make it more user friendly.
Finance	On an annual basis, have each section sign off that they have reviewed the division and department websites.
Purchasing	On-going.
Risk Management	By 11/1/07, DRM will evaluate its website to enhance functionality and align with DAS requirements as to content uniformity.

Elected officials

Appoint a public information officer within each division and coordinate all communications through the Executive Director's Office

<i>Agency</i>	<i>Action</i>
Administrative Rules	The division director is the division's public information officer.
Archives	The Archives will appoint a division public information officer who will participate in the DAS communications quality team and will coordinate communications.
Debt Collections	First is David Johnson III, if he is not available it will be Robert D. Johnson, then if he is not available Sheri K. Wolfley, then Chandelle Skuppin then Carma Hicks.
DFCM	DFCM Construction Management and ISF DFCM's assistant directors will act as the public information officers for the Division.
Finance	By September 30, 2007, appoint a PIO for our division who will work with the division director and EDO's PIO.
Fleet	May need to hire a new position - could we share a PIO with another division?
Purchasing	In-process.
Risk Management	DRM's Director is the public information officer.

Educate elected officials and key staff by responding quickly and appropriately to requests for information or assistance

<i>Agency</i>	<i>Action</i>
Administrative Rules	Respond to requests for rules information within one business day. Ensure that employees update voice-mail greetings to indicate absences that would delay a response.

Archives	The Archives will generally respond to requests by elected officials and their staff on the day of the request. During the 2008 General Session, the Archives will provide an outreach presentation of its holdings to the Utah legislature. The Archives will provide information to elected officials about archival outreach activities held during Archives Month.
Debt Collections	We respond to all elected officials inquiries in a timely manner and will start letting the EDO know when something comes through our office from an elected official.
DFCM	<p>DFCM Construction Management</p> <p>All questions from elected officials are given top priority at DFCM. One of DFCM's top managers is assigned to duties of Government Affairs and is responsible to answering questions and providing information to elected officials.</p> <p>DFCM Internal Service Fund</p> <p>DFCM ISF communicates openly with elected officials, fiscal analysts, and other key staff. Requests are responded to timely.</p>
Finance	Continue to respond quickly to requests from Legislative staff. Evaluate the possibility of providing a training session to GOPB and Legislative staff on what our Division does and how we may help them.
Fleet	Promote the accomplishments of the Division; Create monthly newsletter
Purchasing	On-going.
Risk Management	Queries from elected officials and key staff will be responded to by the end of the next business day. If queries require further research and additional time for response, that need will be explained and a reasonable response deadline will be communicated and followed.

Marketing and public relations

Create consolidated division and department annual reports highlighting department accomplishments

<i>Agency</i>	<i>Action</i>
Archives	The Archives will participate in DAS reports and report accomplishments as requested according to requested deadlines.
Debt Collections	Need to improve on showcasing the department strengths in any type of report.

DFCM

DFCM Construction Management

DFCM currently has several publications that highlight accomplishments in the Construction Management arena: The 5-Year Book, published for the Governor and Legislature, is a comprehensive publication detailing the current year's capital development and capital improvement requests from each agency/institution. The book provides an overview of Capital Development project requests expected over the next five years. The book also reports on the financial condition of the states contingency reserve fund and project reserve fund. Lastly the book provides a summary of the leased facilities (square footage and cost per square foot) for each agency/institution.

In addition, DFCM publishes several pamphlets and information sheets pertaining to construction management. All or any part of these documents could be incorporated into a Department wide publication.

DFCM Internal Service Fund

DFCM ISF produces both an annual and a rate report yearly. Included are program overview, financial information, goals and accomplishments and program highlights.

Finance

Participate with DAS on creating annual report(s).

Fleet

Create a summary document of previous fiscal year to be distributed with the state vehicle report and energy cost efficiency plan

Purchasing

The Division will issue its annual report in October. The report is based upon the framework of the BSC and includes the performance measurements in detail as a fiscal year-end summation of achievements.

Risk Management

DRM will issue an annual report on or before August 1st of each year, commencing August 1, 2008. DRM will provide information to DAS upon request to assist with creation or DAS annual report.

Develop annual customer service plans and conduct one-on-one meetings with customers to assess service levels, satisfaction, and any gaps or needs

<i>Agency</i>	<i>Action</i>
Administrative Rules	Annually conduct one-on-one meetings with each department's rulemaking coordinator. By July 1, issue the division's annual service plan.
Archives	By June 30, 2008, the Archives will conduct one-on-one meetings with individuals from governmental entities to assess records management service needs. By September 30, 2008, the Archives will review and update its service plan.
Debt Collections	We need to meet with agencies on a one-on-one basis each year to better understand their needs and wants and what we can do better to assist them in their function of their jobs.

DFCM	<p>DFCM Construction Management</p> <p>DFCM does not have a formal customer service plan for each of the agencies/institutions in the construction management group. Instead, provide the agencies/institutions with an opportunity to evaluate DFCM's performance on each project. Also, as noted above, DFCM management hold an annual one-on-one meeting with each agency/institution to assess service levels, satisfaction and any gaps or needs.</p> <p>DFCM Internal Service Fund</p> <p>DFCM ISF uses detailed O&M agreements to define clearly customer service plans. We also hold regularly schedule meetings with our agency customers (usually quarterly). Additionally, meetings are held once each year with agency management to discuss needs and issues.</p>
Finance	Update division's service plan annually. In addition, by June 2008 we will evaluate a plan to meet with each state agency on an annual basis.
Fleet	Develop Fuel and Surplus Service Level Yearly Agreements
Purchasing	On-going.
Risk Management	<p>DRM will create a new service plan on or before June 1st of each year.</p> <p>Due to the large number of customers, DRM will utilize annual surveys, quarterly trainings, and continued annual meetings with customer groups to assess service levels, satisfaction, and any gaps or needs.</p>

Foster customer satisfaction by providing feedback to annual customer service surveys

<i>Agency</i>	<i>Action</i>
Administrative Rules	Annually conduct one-on-one meetings with each department's rulemaking coordinator. By July 1, issue the division's annual service plan.
Archives	By December 30, 2007, the Archives will develop a bi-annual online newsletter that will provide customer service feedback.
Debt Collections	We need to develop feedback to the customer satisfaction surveys we receive twice a year.
DFCM	<p>DFCM Construction Management</p> <p>Customer Satisfaction surveys are conducted on each project completed by the Improvement Group. DFCM will implement a customer satisfaction survey for the Development Group.</p> <p>DFCM Internal Service Fund</p> <p>DFCM ISF conducts customer surveys every six months. Results are compiled and communicated with facility managers and our agency customers.</p>
Finance	We will begin to provide feedback as appropriate through our ACT and B&A meetings in 2008. We will provide timely feedback to any customer who identifies themselves and their concerns in a survey or by other means.

Purchasing	The Division conducts quarterly surveys of both suppliers and end-users and responds to issues raised in the surveys prior to the next quarterly survey.
Risk Management	On or before January 15th of each year, DRM will provide feedback to customers and summarize information gathered through the annual survey.

Guiding Principle Quality Workforce

Employee recognition

Establish a quarterly "Ask the Director" brown bag luncheon open to all employees to dialogue with the department and division directors

<i>Agency</i>	<i>Action</i>
Archives	The Archives will support staff that wish to participate in the "Ask the Director" brown bag luncheons.
Debt Collections	We have an open door policy within the office.
DFCM	DFCM Construction Management DFCM will investigate the possibility of holding Brown Bag luncheons open to all employees.
Finance	Establish a quarterly lunch meeting with the division director. Post division director report to EDO on employee web site. Division director will attend more division section staff meetings.
Risk Management	DRM will cooperate with the DAS Director to facilitate the brown bag luncheon and encourage staff to participate.

Recognize significant employee contributions to the department through "on-the-spot awards", allow for immediate recognition or certificates of appreciation from the Department Director or Governor

<i>Agency</i>	<i>Action</i>
Administrative Rules	By November 1, 2007, meet with employees in one-on-one meetings to discuss meaningful types of on-the-spot awards.
Archives	By September 30, 2007, each division supervisor will be instructed to seek out appropriate opportunities for on the spot and other awards. By June 30, 2008, the division executive staff will review the awards that have been given in the prior year to identify the quantity and appropriateness of all awards given.
Debt Collections	We are doing this on a monthly basis recognizing employees for their tremendous service.

DFCM	<p>DFCM Construction Management and ISF</p> <p>DFCM's managers are authorized and encouraged to give "on-the-spot awards" to recognize significant employee contributions.</p> <p>In addition, outstanding employees are recognized and incentive awards are given at each DFCM quarterly meeting. Managers are encouraged to submit the names of employees or groups of employees that have made contributions beyond the scope of their normal duties to state government or to a customer or public at each quarterly meeting.</p>
Finance	Continue with our on-the-spot award and team incentive luncheons program. Emphasize with managers and supervisors to make more of an effort to thank and praise employees for a job well done.
Fleet	Redesign and implement our incentive award program
Purchasing	The Division has and continues to maintain an "on-the-spot awards program to recognize immediate achievements, exceptional or extraordinary performance, or going above and beyond to complete an assignment
Risk Management	DRM's Director will recognize significant staff achievements in monthly staff meetings and otherwise develop appropriate means to recognize significant employee contributions via certificates/letters from the DAS Director or Governor.

Stabilize the workforce through professional development

Maintain a dialogue with employees tying their work product to division service plans and the department's global strategic direction, division service plans, balanced scorecard measures, and statutory authority

<i>Agency</i>	<i>Action</i>
Administrative Rules	Conduct monthly one-on-one meetings with each employee. Review performance management plans and how they relate to the division's statutory mandate, the department's mission and strategic plan, and the division's mission, strategic plan, and service plan.

DFCM

DFCM Construction Management

In the Capital Improvement Group, each project manager's performance plan is tied directly to the balanced scorecard measure for this group: Percentage of each year's projects completed or under contract. If a project manager completes or has under contract over 90% of his projects within the year, they are rated as "Exceptional" in that area of their overall performance rating (1/4 of total rating).

The employee Performance Rating should be the basis for employees raises (ASI) and promotions. DFCM currently has a program in policy that rewards exceptional staff with a year end performance bonus.

DFCM Internal Service Fund

DFCM ISF stresses open communication throughout the operation. Operational issues, directions, financial information and goals are openly shared with all employees.

Finance

Incorporate these items into each employees' performance plan FY 2008. Communicate department direction to employees through employee newsletters and staff meetings.

Purchasing

During fiscal year 2008, the Archives will hold an annual staff retreat wherein staff and management establish goals and objectives. By September 5, 2007, these objectives will be incorporated into performance plans.

Purchasing

In addition to day-to-day dialogue, the Division holds twice a month staff meetings. Representatives from all of the Divisions organizational units and staff are present. The BSC is reviewed in the latter staff meeting and discussed.

Risk Management

DRM will review and assess its alignment with DAS' strategic plan, DRM's service plan, balanced scorecard measures, and statutory authority in monthly staff meetings.

Provide education and training opportunities to maintain a highly skilled workforce that is prepared for promotions throughout their career

<i>Agency</i>	<i>Action</i>
Administrative Rules	Require each employee to develop an Individual Development Plan as part of his or her Performance Management Plan that identifies training that addresses employee goals and Division needs. Annually send one staff editor to a national rules publication conference.
Archives	The Archives will support staff attendance and participation in professional workshops and conferences every year, including Conference of Inter-Mountain Archivists, the annual Utah State History conference, the annual Records and Information Management Month workshop. By May 31, 2008, the Archives will provide records preservation training for Archives staff.
Debt Collections	More training opportunities, and educational opportunities for employees. Starting with a CMP class for supervisors and managers within a division.

DFCM	<p>DFCM Construction Management</p> <p>DFCM provides weekly training meeting for project managers and support staff.</p> <p>DFCM provides regular training seminars for its staff and customers on the topics of procurement, construction management, facility assessments, design, building code, fire safety, equipment and systems, etc.</p> <p>In addition, DFCM will pay for employees to attend courses in fields related to their area of expertise such as construction management, building code, equipment and systems, etc. DFCM ISF has a well developed staff education program for both craft level and support staff. The program provides employee incentives for participation.</p>
Finance	<p>Appoint a division training coordinator to identify and track training classes for division employees by Nov 1, 2007. Ensure that each division employee is provided the opportunity to attend at least one training class per year as determined by a training plan established in the employee's performance plan.</p>
Fleet	<p>Tie education criteria to the exceptional rating on performance plan evaluation when appropriate and budget is available</p>
Purchasing	<p>The Division encourages and supports staff membership in the National Institutes of Governmental Purchasing (NIGP), Institute for Supply Management (ISM) and their attendant certifications (CPPB, CPPO, CPM, respectively) and provides training opportunities through webinars, conferences, and trade show attendance. The Division also supports academic opportunities by funding higher education classes through the educational assistance program.</p>
Risk Management	<p>DRM will continue to ensure that its claims adjusters receive training required to maintain their professional licenses. Loss control staff are expected to attend annually a seminar that is specific to his/her assigned area(s) of expertise. DRM will also continue to encourage and enable its staff to cross-train and develop relevant subject matter expertise through internal and external training.</p>

Work together to ensure training is consistent with department needs and employee career opportunities

<i>Agency</i>	<i>Action</i>
Administrative Rules	By July 1, 2008, work with the Executive Director's Office to establish a training program.
Archives	The Archives will work with DAS for department needs training.
Debt Collections	The constant knowledge of referring to federal and state laws is a way to better enhance our career opportunities.

DFCM	<p>DFCM Construction Management</p> <p>For the Construction Management Group, DFCM's training opportunities are mostly oriented toward construction management topics and are probably too specific to meet department wide career opportunities.</p> <p>DFCM Internal Service Fund</p> <p>DFCM ISF develops a performance plan for each staff member annually. Specific training and improvement areas are identified and related educational opportunities are found.</p>
Finance	Add training needs to each employee's performance plan for 2008. Ensure each employee has at least one training opportunity targeted to their needs in FY 2008.
Purchasing	The Division encourages and supports staff membership in the National Institutes of Governmental Purchasing (NIGP), Institute for Supply Management (ISM) and their attendant certifications (CPPB, CPPO, CPM, respectively) and provides training opportunities through webinars, conferences, and trade show attendance. The Division also supports academic opportunities by funding higher education classes through the educational assistance program.
Risk Management	Upon receipt of DAS training needs assessment, DRM will assist in facilitating training to enhance employee career opportunities.

Succession planning

Draw from employees experience and expertise through cross-training opportunities to broaden their overall perspective

<u>Agency</u>	<u>Action</u>
Administrative Rules	Conduct annual cross training and procedural documentation reviews. Require employees to report on important lessons learned. Incorporate appropriate changes in procedures in the division's process documentation.
Archives	In the fiscal year 2008, the Archives will create cross sectional teams to broaden perspective and participate in a major cross sectional project. During the fiscal year 2007, the Archives will offer cross training opportunities to encourage staff to share subject matter expertise.
Debt Collections	Everyone within OSDC is cross trained with everyone's job and what things they need to do to make sure they accomplish their objectives.

DFCM

DFCM Construction Management

In the Capital Improvement Group, DFCM has an extensive cross-training program. Project managers are assigned and trained to manage all different types of projects: Roofing, Paving, Mechanical Systems, Electrical, General Construction, etc. The purpose of this cross-training program is to develop well rounded project manager and help advance their careers. The top Capital Improvement project managers are promoted to Capital Development project managers as opportunities become available. Capital Development project managers manage the construction of multi million dollar new buildings and hence must know every aspect of a project from the parking lot to the roof top.

Likewise, DFCM is in the process of implementing a cross-training program for the construction support staff. All support staff will be cross-trained so the operation does not grind to a halt whenever a support person with one area of specialization goes on vacation or leaves DFCM employment.

DFCM Internal Service Fund

Employee cross-training is performed where practical in areas such as contracting and accounting functions. Building maintenance staff use constant peer tutoring among staff.

Finance

Ensure that all positions have trained back ups, then determine where/when it is possible to cross train employees in other areas of division.

Purchasing

By periodically reassigning commodities, services, and construction among employees, they obtain a broad knowledge of procurement types, varying statutory requirements, etc. and thus receive a broad and well-rounded portfolio of knowledge that enables career advancement, a "whole" picture of the Division's responsibilities and obligations, and continuity of service to customers in the event of employee absence or position vacancy.

Risk Management

DRM will invite employees to submit an individual training/cross-training plan by 9/30/07. DRM will

Foster an environment that provides opportunities for advancement and promotion within an individual's career path

<i>Agency</i>	<i>Action</i>
Administrative Rules	Involve employees in the budget and legislative processes. Assign each division employee to serve on at least one department quality team.
Archives	The Archives will foster employees through its educational assistance program and support in professional training to provide the educational and professional background necessary for advancement.
Debt Collections	We feel that our human resource Representative needs to do a better job of informing employees of career opportunities within other state agencies by returning to the practice of e-mailing all new job opportunities to employees each week.

DFCM

DFCM Construction Management

DFCM currently has a policy of promoting project managers and staff from within whenever possible. For example, over the past two years, two Capital Improvement project managers have been promoted to Capital Development project managers.

Working on small construction projects in the Capital Improvement Group, is the training ground for advancement to the large construction projects in the Capital Development Group.

Also, because the workload at DFCM normally grows each year (capital improvements are tied to a funding formula that increases the amount of funding for projects each year), there are numerous opportunities for DFCM's DFCM Internal Service Fund

DFCM ISF has provided career advancement opportunities for years and will continue as the program grows. Staff members with potential are identified and prepared in advance through training and educational opportunities.

Finance

Continue to promote from within the Division when possible. Develop and document career paths and post on employee web site by July 2008.

Purchasing

Refer to: "Stablize the workforce through professional development."

Risk Management

DRM management will invite employees submit a career path plan by 9/30/07.